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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Strategic plan

Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017, including operational activities in 2014

Report of the Under-Secretary-General/Executive Director

Summary

The progress report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the strategic plan, 2014-2017, is presented for the consideration of the Executive Board, in accordance with paragraph 6 of its decision 2013/5, and includes a report on operational activities in 2014, as requested by the Board in its decision 2014/1.

The Executive Board may wish to welcome the report and the achievements made in the implementation of the strategic plan, including its improved results reporting, stress the urgency of increased funding for UN-Women so as to enable the Entity to fully and effectively implement the strategic plan, 2014-2017 and decide to transmit the report to the Economic and Social Council.

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I. Introduction

1. The present report is the first report on the progress made on the implementation of the strategic plan, 2014-2017, of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). It describes the Entity's response to General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. In the resolution, the General Assembly reiterated the mandate of UN-Women as regards leading the United Nations system and leveraging its potential for gender equality and the empowerment of women. It also expressed support for UN-Women efforts to further strengthen the links between its operational, normative and coordination roles.

2. The realization of gender equality, women's rights and women's empowerment is the imperative of our time. It has been 15 years since the adoption of the Millennium Development Goals and 20 years since the Fourth World Conference on Women, held in Beijing, but progress remains unacceptably slow and no country has achieved gender equality. This was the defining reality for UN-Women as it led the global effort for gender equality in 2014 and in its preparations for events in 2015, rallying partners and supporters and reaching out to constituencies who had yet to be convinced. 2014 also saw UN-Women fully assume the mantle of global advocacy leadership, with campaigns that caught the world's attention and continue to stimulate the global solidarity movement for gender equality and the empowerment of women, in pursuit of a gender-equal world by 2030.

3. Events in 2014 reminded the world of how much is yet to be achieved. The relevance and urgency of the Entity's mandate was consistently reinforced by realities on the ground, whether in conflicts that challenged every human right of women and girls, or in countries where women were at the forefront in combatting Ebola and its consequences, or demonstrated by the continuing global pandemic of violence against women and girls. Commitments, policies and strategies for combating these problems exist, but are not implemented effectively enough and with the necessary investment.

4. In 2014, UN-Women again demonstrated its ever-growing ability to achieve results and increasingly enjoyed the confidence of its partners as a trustworthy steward of resources and a results-oriented and effective partner for change at the global, regional and country levels. Results in 2014 included the success of the fifty-eighth session of the Commission on the Status of Women, the outcome of which helped set the context for the pivotal role of UN-Women as regards the work of the Open Working Group on Sustainable Development Goals and its endorsement of a stand-alone goal on achieving gender equality and empowering all women and girls. Another milestone was the positive assessment by the Multilateral Organization Performance Assessment Network of UN-Women, which highlighted the strong mandate of the Entity, the high relevance of its programmes to their local context and its success to date in building the organization.

5. UN-Women also achieved some remarkable results through its operational presence, delivering $124.8 m in country programmes, for an overall implementation rate of budgeted activities of 82 per cent,[1] reflecting continued high

[1] There has been a change in the basis for calculating the expenditure for 2014, wherein overall programme expenditure for 2014 has been reduced by $7.8 million, representing the elimination of support costs. Support costs were not eliminated from the programme expenditure total of $133 million reported for the financial year 2013 (see UNW/2014/2, para. 4).

operational performance, the maturation of programme initiatives from the strategic plan cycle for 2011-2013 and the growing trust partners are putting in the organization. 2014 also saw UN-Women increasingly link normative, operational and coordination roles in practice. The unprecedented scale of preparations and support to Member States for the commemoration, review and assessment of the implementation of the Beijing Declaration and Platform for Action saw many field offices play a crucial role in supporting countries to prepare reports, participate in regional reviews and assess progress to date. At the country level, progress on the normative framework is also being harnessed by field offices as a basis for operational engagement with governments, civil society and other partners, as evidenced by the significant operational work in follow-up to the agreed conclusions adopted by the Commission on the Status of Women at its fifty-seventh session.

II. Global and normative context

6. 2014 witnessed a remarkable expansion of the global normative framework of the United Nations system and in that context, UN-Women investment of expertise, a strengthened knowledge base and extensive alliance- and partnership-building were key strategic components in facilitating that progress. UN-Women integrated its field-based operational expertise, as well as its system-wide coordination capacities, with its normative support function, in order to achieve stronger results for women and girls. UN-Women also exercised its convening power to work with governments, including national parliaments, ministries for gender equality and other relevant ministries, as well as civil society, to strengthen the consensus on gender equality. Information contained in this section includes reporting on impact area 6 of the strategic plan, 2014-2017.[2]

7. The Commission on the Status of Women completed the only comprehensive intergovernmental consideration of the situation of women and girls in regard to each of the Millennium Development Goals and adopted agreed conclusions on the challenges and achievements in the implementation of the Millennium Development Goals for women and girls (see E/2014/27-E/CN.6/2014/15, chap. I). UN-Women efforts were instrumental in ensuring that agreement was reached on the assessment and on strategic action to be taken to overcome the gaps.

8. UN-Women's normative support created a solid basis for successful deliberations and negotiations on gender equality at the sixty-ninth session of the General Assembly. As a result, the normative framework was further strengthened as regards ending violence against women and girls, eliminating female genital mutilation, and addressing trafficking in women and girls (see reports of the Secretary-General A/69/222, A/69/211 and A/69/224 and General Assembly resolutions 69/147, 69/148 and 69/149). The General Assembly resolution on the follow-up to the Fourth World Conference on Women (resolution 69/151) encouraged UN-Women activities in support of the review and appraisal of the implementation of the Beijing Declaration and Platform for Action, and the Assembly renewed the mandate for the *World Survey on the Role of Women in Development* in its resolution 69/236.

[2] Indicator data for impact area 6 is contained in the data companion, which will be made available on the webpage of the Executive Board of UN-Women (www.unwomen.org/en/executive-board).

9. UN-Women continued its active engagement in the context of the United Nations Framework Convention on Climate Change and at the twentieth session of the Conference of the Parties to the Framework Convention, made the substantive case for the linkage between gender equality and climate action. The co-chairs' draft elements for a new climate agreement recognize gender perspectives in the preamble and reflect such perspectives in a number of options in the sections on adaptation, capacity-building and finance. UN-Women supported the adoption of the Lima work programme on gender (see FCCC/CP/2014/10/Add.3, decision 18/CP.20), which sets out a two-year work programme, for the secretariat of the Framework Convention and the parties thereto, as regards promoting gender balance and achieving gender-responsive climate policy. UN-Women supported governments in the preparation for the third International Conference on Small Island Developing States. The outcome of that Conference outlined the key actions to be taken in support of gender equality and confirmed the crucial role of gender equality and women's empowerment in the sustainable development of small island developing States (see General Assembly resolution 69/15, annex).

10. Another important milestone was collaboration with the Group of 77 and China in organizing its first international meeting on women's rights, ahead of its Summit of Heads of State and Government, held in June 2014, which resulted in a declaration in commemoration of the fiftieth anniversary of the establishment of the Group (see A/68/948, annex). UN-Women also participated in the fifth ministerial conference on women's role in the development of Organization of Islamic Cooperation member States, held in Baku, in October 2014, which resulted in a declaration.

11. UN-Women advocated to ensure that gender equality and the empowerment of women remained central to the post-2015 development agenda, by supporting the inclusion of a stand-alone goal and gender-sensitive targets in the sustainable development goals, pursued similar advocacy as regards the intergovernmental process in preparation for the third International Conference on Financing for Development. UN-Women supported the deliberations of Member States with background documents and technical clarifications on key issues and concepts.

12. The review of the implementation of the Beijing Declaration and Platform for Action and the commemoration of the twentieth anniversary of its adoption was a key priority in 2014 and early 2015. Through a comprehensive programme of activities, UN-Women worked towards renewing the political impetus around gender equality and women's empowerment, strengthening the advocacy and evidence base, enhancing social and resource mobilization and building social and political movements, and revitalizing public engagement. 167 Member States submitted national reports on progress made in this regard. At its fifty-ninth session, in 2015, the Commission on the Status of Women adopted a political declaration pledging to take further concrete action for the full, effective and accelerated implementation of the Beijing Declaration Platform for Action (see E/2015/27-E/CN.6/2015/10, resolution 59/1). UN-Women also co-organized more than 40 thematic events on the critical areas of concern of the Platform for Action in collaboration with key partners, including Member States, the United Nations system, the private sector and civil society organizations.

13. UN-Women supported the implementation by States of the Convention on the Elimination of All Forms of Discrimination against Women, including through the provision of support for capacity development for government officials, gender equality advocates and other stakeholders as regards the Convention and women's

human rights. Support was provided to States parties for reporting to the Committee on the Elimination of Discrimination against Women, in preparing for dialogue with the Committee and for following up to concluding observations. Support was also provided for the preparation of civil society shadow reports, as well as for reports submitted to the Committee by United Nations country teams. UN-Women supported the Committee in its elaboration of general recommendations.

14. UN-Women supported the universal periodic review of the Human Rights Council, including through supporting the preparation of Member State reports, contributing to country team reports and supporting the implementation of recommendations. The Entity collaborated with other mechanisms of the Human Rights Council, including the Working Group on the issue of discrimination against women in law and in practice; the Special Rapporteur on the rights of indigenous peoples; the Special Rapporteur on violence against women, its causes and consequences; and the Special Rapporteur on the situation of human rights in the Palestinian territories occupied since 1967. UN-Women continued to ensure that all commissions of inquiry of the United Nations have the required gender expertise to fulfil their mandates. During 2014, UN-Women deployed experts to commissions of inquiry mandated by the Human Rights Council on the Syrian Arab Republic (see Human Rights Council resolution S-17/1), the Democratic People's Republic of Korea (see resolution 22/13), Eritrea (see resolution 26/24) and on the Gaza Conflict (see resolution S-21/1) as well as a commission of inquiry on the Central African Republic (mandated by the Security Council in its resolution 2127 (2013)), and a fact-finding mission to Iraq.

III. Programme results

A. Overview

15. UN-Women programme activities are directed at ensuring that progress in the global normative framework is translated into results that have a positive impact on the lives of women and girls. To that end, UN-Women delivered programme support in 86 countries in 2014, with its country programmes incorporating a total of 513 country programme outcomes, supported by 1,072 planned outputs and 3,596 activities.[3]

16. 2014 was the first year of implementation of the strategic plan and all offices developed new programmes, starting in 2014, to operationalize the new plan. Based on reporting at the country level, UN-Women saw progress across almost all outcome indicators in the strategic plan.[4] In some cases, the available data indicate that there is an advanced level of progress against outcome indicators and the targets for those indicators will be reviewed within the context of the midterm review of the strategic plan.

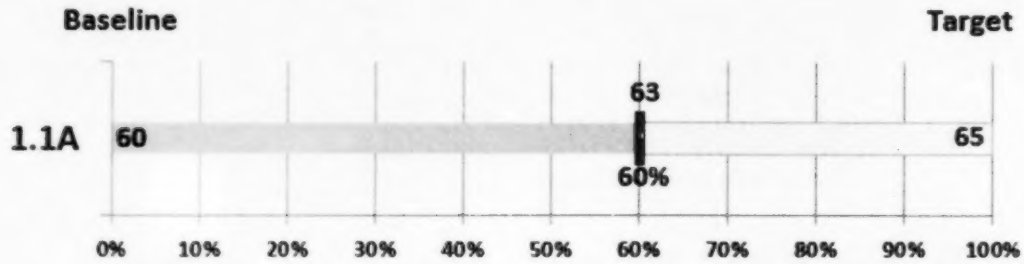
[3] Detailed information on programme profiles, results and expenditures is available from the 2014 data companion.

[4] Further details on indicators, including output indicators, are available in the data companion.

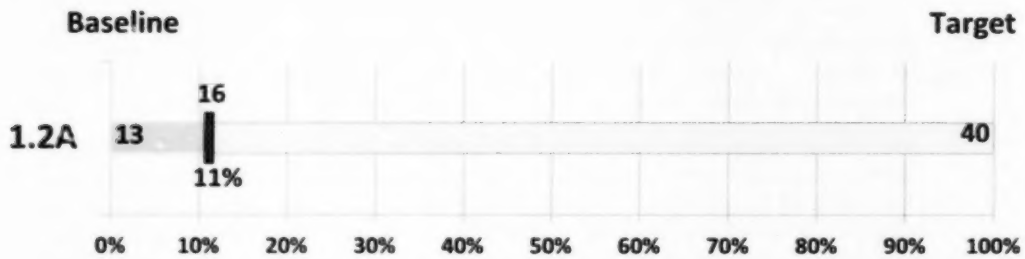
B. Women's leadership and participation

17. Decision-making bodies, in governments, parliaments and local councils, remain dominated by men. Globally, 1 in 5 national parliamentarians are women and women serve as head of State or government in just 19 countries. Around the world, legislation and policies continue to be negotiated, for the most part, by male decision makers, disregarding the experiences, needs and interests of women. UN-Women is working to address this imbalance by supporting legislative and constitutional reform, supporting gender responsive measures that promote women's leadership and participation and supporting gender equality advocates to influence change. In 2014, reporting at the country level indicates that the Entity saw progress across all of the outcome indicators in the strategic plan as regards the targets for the period 2014-2017, ranging from 11 per cent to 60 per cent (see figure I).

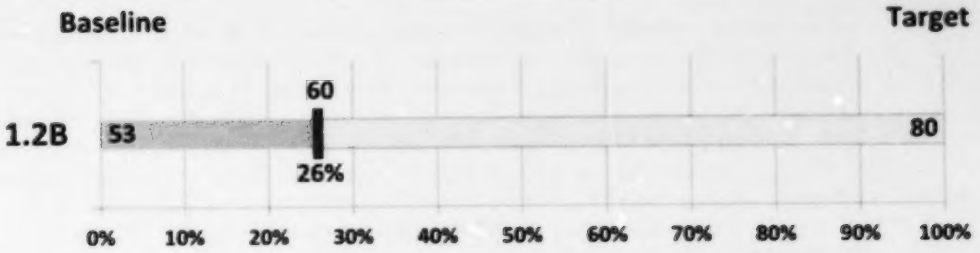
Figure I
Progress on outcome indicators for impact area 1



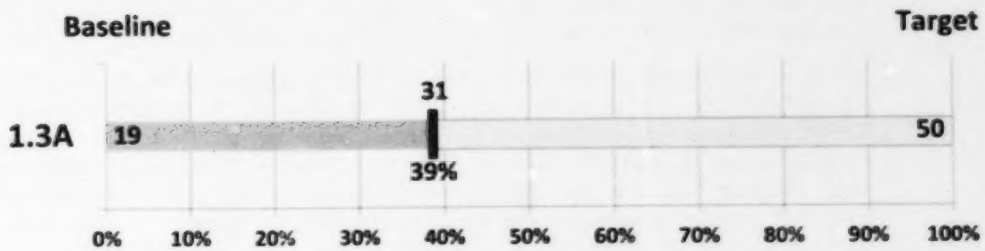
1.1A : Number of countries with constitutional provisions that specifically promote women's participation in decision-making



1.2A: Number of countries with gender balance (greater than 40 per cent of women) in boards of electoral management bodies



1.2B: Number of countries with gender equality committees in parliament



1.3A: Number of countries with national dialogues and policies influenced by gender equality advocates

18. In 46 countries, UN-Women worked on the reform and adoption of gender responsive constitutions, legal frameworks and policies through advocacy, knowledge-sharing and technical support to constitutional drafting bodies, legislative drafting committees and electoral management bodies. UN-Women also strengthened a cadre of aspiring women leaders through capacity-building and skills development, strengthened gender-sensitive media reporting and outreach and promoted safe environments through civil society monitoring strategies to increase women's electoral participation.

19. In the United Republic of Tanzania, gains in terms of gender equality in the revised draft constitution are the result of UN-Women support to the creation of the "Women for the Constitution" coalition (*Wanawake Na Katiba*) and their successful advocacy, both to the grass roots and to Parliament. Concluding a two-year process, the final draft of the constitution was approved to go to referendum and incorporates specific provisions to advance gender equality and women's empowerment, including a provision for 50 per cent representation of women in parliament. In Tunisia, UN-Women successfully advocated for the inclusion of gender equality in the new Constitution through building the capacities of non-governmental organizations to conduct outreach and advocacy and leading discussions among parliamentarians and decision makers in partnership with national groups. The Tunisian Constitution, adopted in 2014, is now considered among the strongest in the Arab region with regard to women's human rights.

20. In 42 countries, UN-Women advocated for gender-responsive measures to promote women's leadership and participation in politics through supporting parliaments to be more gender-responsive and enhancing their capacity to deliver

gender-sensitive legislation; supported parliamentarians to be effective leaders and champions of gender equality; and built the capacities of political parties to be more gender-responsive by promoting women's participation. In Malawi, UN-Women facilitated the organization of training for all female candidates for parliament (256 individuals) and local councils (408 individuals) across the country and for the first time, Malawi had a women-focused "situation room", providing regular information with a group of pro bono lawyers to support a referral mechanism in cases of violence and discrimination. In the Plurinational State of Bolivia, UN-Women, in coordination with the United Nations Development Programme, advocated for political parties to comply with the new regulations on gender parity requiring the alternation of male and female candidates on electoral lists to contest the 2014 national elections. Compliance with the law resulted in the State reaching parity (50.8 per cent) in the number of women elected to the House of Representatives, compared with less than 30 per cent of women representatives in the past.

21. UN-Women also collaborated with the Inter-Parliamentary Union, including through high-level participation in the 131st Assembly of the Inter-Parliamentary Union, during the general debate on the theme "Achieving gender equality, ending violence against women". The outcome document of the general debate highlights the need for non-discriminatory comprehensive legislation and the importance of education to transform attitudes so as to end violence against women.

22. UN-Women supported gender equality advocates in 34 countries in their efforts to influence constitutions and policies to increase women's participation. In the Republic of Moldova, 29 mass media organizations signed a public commitment towards balanced representation of the sexes in public and political life, committing to greater visibility of women during elections and using and reporting on sex-disaggregated statistics. In Kenya, the Africa Centre for Transformative and Inclusive Leadership was launched in partnership with Kenyatta University to develop capacities among current and emerging African leaders. During 2014, the Centre trained 337 participants. Participants from Ethiopia have influenced four ministries to establish a shared leadership development centre; in South Sudan, the Government is establishing a National Transformational Leadership Institute; and 28 women parliamentarians from the Federal Parliament of Somalia established a parliamentary caucus after the training.

Fund for Gender Equality

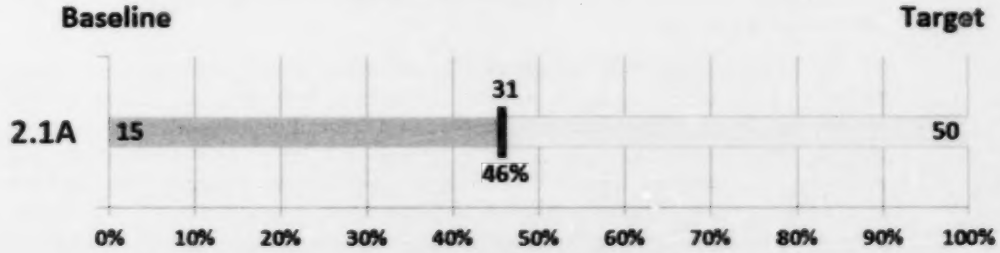
The Fund for Gender Equality is the Entity's grant-making mechanism and multi-donor fund dedicated to the economic and political empowerment of women. It sustains, supports and strengthens the capacities of civil society organizations to implement programmes translating policy commitments into tangible results for women and girls around the world, especially for those who are most excluded and marginalized. In 2014, 66 active programmes were implemented, with a total funding commitment of $43 million.

Results in the political participation area include a nationwide campaign conducted by Cotidiano Mujer, a grantee in Uruguay, which contributed to an increase in the number of female senators from two to nine and an increase in the proportion of female ministers from 15 per cent to 40 per cent. In Kenya, thanks to the community mobilization and support provided by the grantee Grassroots Organizations Operating Together in Sisterhood (GROOTS) Kenya, the number of women elected and appointed in three counties saw a six-fold increase, from 32 in 2013 to 192 in 2014. The Fund launched its third grant-making cycle in March 2015, calling for proposals to strengthen the role of civil society organizations in accelerating the implementation of gender equality commitments in the context of the new sustainable development goals.

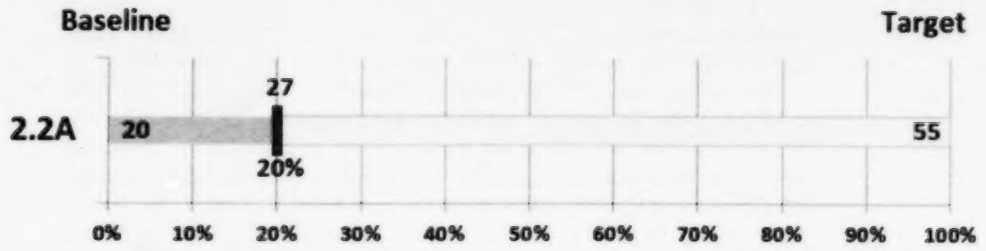
C. Increased access for women to economic empowerment opportunities

23. Women are the link between growth and development: money in the hands of women is spent on the family, for example on the health and education of children, thereby breaking the cycle of intergenerational poverty. However, currently, up to 95 per cent of women's employment is in the informal sector, in jobs that are unprotected by labour laws and lack social protection. In order to bridge the gap between rising economic and ingrained social inequalities, in 2014 UN-Women worked with policymakers, economic institutions and with women themselves, in 76 countries. During 2014, the Entity's work on economic empowerment was also subject to an independent corporate evaluation, which will be presented to the Executive Board at its annual session of 2015. In 2014, reporting at the country level indicates that UN-Women saw progress across all of the outcome indicators in the strategic plan, as regards the targets for impact area 2 for the period 2014-2017, ranging from 6 per cent to 46 per cent (see figure II).

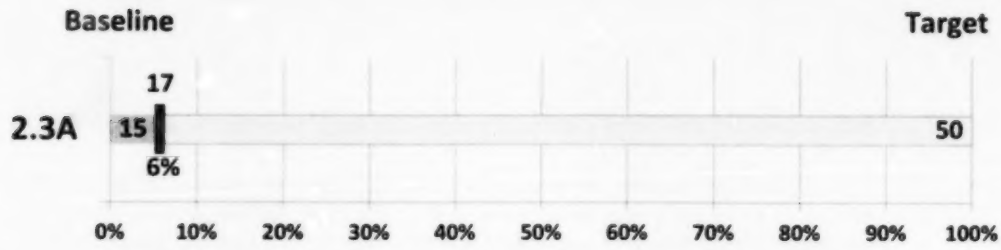
Figure II
Progress on outcome indicators for impact area 2



2.1A : Number of countries supported by UN Women which have a gender-responsive policy framework (including legislation, policies and budgets) in national, local or sectoral planning documents



2.2A: Number of countries that have taken to scale gender-responsive services



2.3A: Number of countries that have economic policies and poverty eradication strategies which are influenced by gender equality advocates

24. In 2014, UN-Women continued to prioritize poverty eradication in line with the quadrennial comprehensive policy review. In 47 countries, UN-Women supported work towards the adoption and implementation of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic empowerment. The Entity was instrumental in advising and supporting the Government of Albania, by contributing to the adoption of a national action plan for women entrepreneurs. In Pakistan, UN-Women advocacy and technical support to local governments on recognizing the economic rights of women home-based workers contributed to over 21,350 informal women workers having improved access to registration services, food security and income-generating opportunities.

25. In 51 countries, UN-Women worked to advance women's sustainable livelihoods through contributions to gender-responsive services and fostering access to and control over means of production and resources. As part of ongoing efforts to integrate women entrepreneurs in existing value chains and raise their productivity and incomes, UN-Women supported a number of diverse capacity-building and procurement efforts in different regions. In South Africa, approximately 7,400 women entrepreneurs participated in the programmatic partnership between UN-Women and The Coca-Cola Company, receiving training on topics such as inventory management and record-keeping, identifying and managing growth opportunities, mentoring relationships and peer support groups.

26. In 28 countries, UN-Women supported the efforts of gender equality advocates to influence economic policies and poverty eradication strategies for promoting women's economic empowerment. In Bangladesh, approximately 1,500 poor women

in areas affected by climate change and environmental degradation improved their economic positions, expanding their productive assets and/or increasing the production of their small businesses, with skills training and livelihood support from UN-Women and others. Approximately half of the beneficiaries generated enough profits to expand their business and increase production, build assets and diversify through purchases of livestock or leasing land.

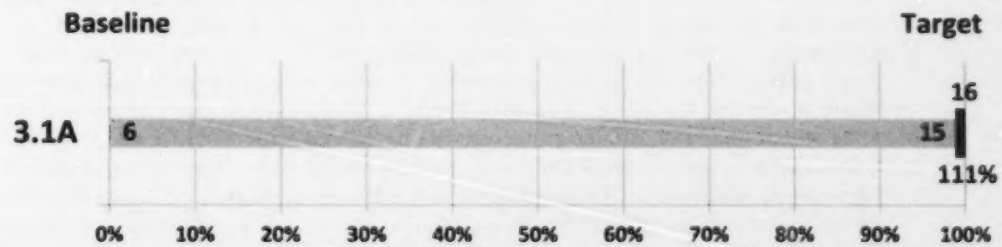
27. In terms of the Entity's role as a global knowledge hub, by the end of 2014, the knowledge gateway for women's economic empowerment (available from empowerwomen.org) had over 20 institutional partners, ranging from international organizations and governments to non-governmental organizations and women's networks. It attracted nearly 100,000 unique visitors and 4,000 registered members, from more than 190 countries. In partnership with Facebook, UN-Women developed iLearn, a mobile-learning platform currently available both on wmpowerwomen.org and on regular mobile phones, which can potentially benefit millions of women entrepreneurs in developing countries.

28. An additional 155 companies signed the Women's Empowerment Principles, committing to business practices that advance gender equality, bringing the total number of signatories to 845. In Cameroon, a partnership with the private sector produced a tool for supporting the private sector in the implementation of the Principles.

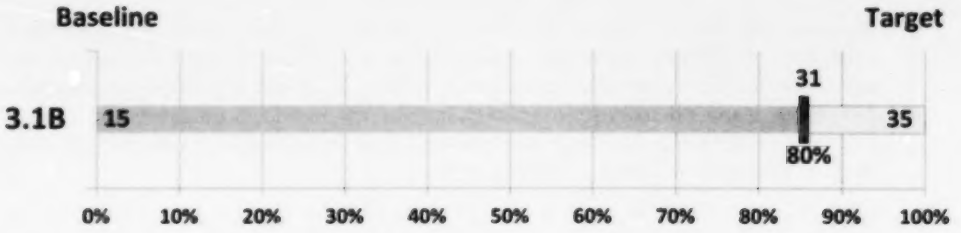
D. Ending violence against women and girls

29. One in three women has been a victim of physical and/or sexual intimate partner violence at some point in her lifetime. UN-Women works to eliminate violence against women and girls by strengthening national capacities to prevent and respond to violence against women, improve the availability and quality of services to address such violence and strengthen United Nations system action on the issue. In 2014, UN-Women provided support to 80 countries in their efforts to end violence against women. In 2014, reporting at the country level indicates that UN-Women saw progress across two of three outcome indicators in the strategic plan and was unable to generate reliable data for the third in 2014 (see figure III). The utility of the third indicator (3.2A) will be reviewed within the context of the mid-term review, as will targets for 3.1A and 3.1B.

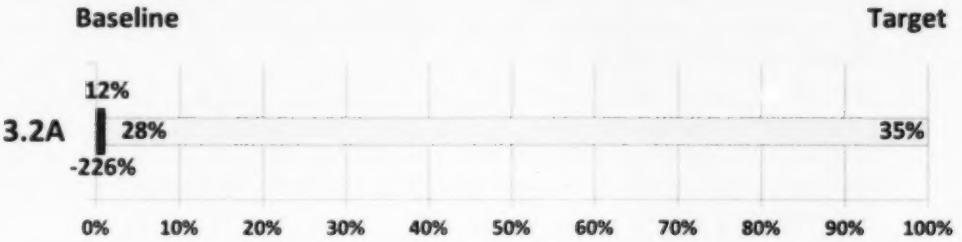
Figure III
Progress on outcome indicators for impact area 3



3.1A: Number of countries that have adopted national action plans and/or strategies on ending violence against women and girls



3.1B: Number of countries that have adopted strengthened legislation addressing all forms of violence against women, informed by voices of women survivors



3.2A: Level of use of multisectoral support services for addressing violence against women by women survivors of violence

30. In 2014, UN-Women worked in 56 countries on the adoption and implementation of laws, policies and strategies in line with international standards and informed by the voices of women survivors of violence to prevent and respond to violence against women and girls. With technical support from UN-Women, Cambodia's second national action plan to prevent violence against women and girls was approved by the Prime Minister. In the Lao People's Democratic Republic, the new law on preventing and combating violence against women and children was approved by the National Assembly. The new law was developed with contributions from stakeholders through a series of public consultations supported by UN-Women.

31. Three countries in the Pacific endorsed important new legislation for addressing violence against women in 2014, namely, Kiribati, Solomon Islands and Tuvalu, and another, the Federated States of Micronesia, endorsed a new strategy in that regard, for one district only. UN-Women provided technical and financial support and leveraged the agreed conclusions adopted at the fifty-seventh session of the Commission on the Status of Women to develop political will and evidence-based policy advice. The Entity also contributed to new or strengthened legislation in Morocco, Brazil, the former Yugoslav Republic of Macedonia and Georgia. In the State of Palestine, UN-Women partnered with the United Nations Office on Drugs and Crime and the United Nations Population Fund to improve the national referral system for assisting women survivors of violence and enhance the existing referral protocols, including referral to justice sector institutions and the optimization of a national database system.

32. UN-Women worked in 41 countries to improve the quality, integration and coordination of services for addressing violence against women. In Rwanda, the number of one-stop crisis centres offering holistic multisectoral services to women who have experienced violence was scaled up by UN-Women, from 2 to 11, and the quality of services was improved as a result of capacity-building by a multidisciplinary team. In Afghanistan, with technical support from UN-Women, access for survivors of violence to appropriate protection, legal aid, health care and other services was expanded through the operation of 12 protection centres for women and five family guidance centres, in 14 provinces.

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

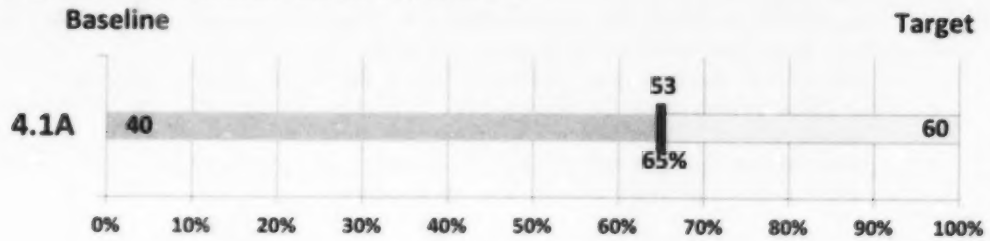
Since its creation in 1996, the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women has awarded a total of $103 million to 393 programmes, in 136 countries and territories. In 2014, the Trust Fund awarded $8.3 million in grants to 25 projects, to be implemented in 23 countries and territories. The grants, for periods of two or three years, are expected to reach over 730,000 women and girls by 2018.

In 2014, grantees reached over 1 million women, girls, men and boys, including 90,000 women and girls survivors of violence; over 38,000 women and girls living with HIV/AIDS; and 4,385 women human rights defenders. Projects also reached over 22 million people through awareness-raising, social media campaigns, radio and television shows, theatre and other forms of edutainment.

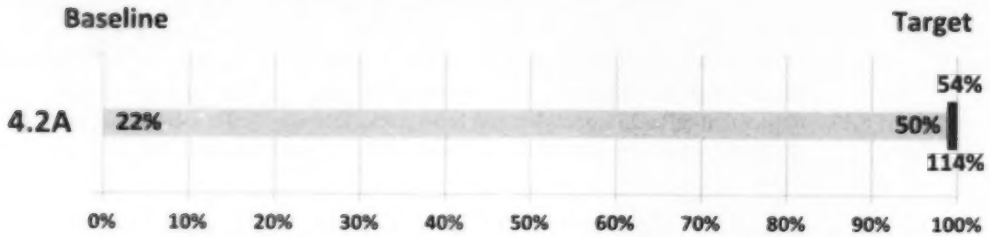
E. Women's increased leadership in peace and security and humanitarian response

33. Though women have led peace movements and driven community recovery after conflict, they are almost completely absent from peace negotiations and other formal peace and security decision-making forums. Exclusion from reconstruction limits their access to opportunities to recover, to gain justice for human rights abuses and to participate in shaping reformed laws and public institutions. In 2014, UN-Women worked on women's leadership in peace, security and humanitarian response in 66 countries and led the United Nations system on normative development and coordination at the global level. In 2014, the Entity saw progress across all of the outcome indicators in the strategic plan (see figure IV).

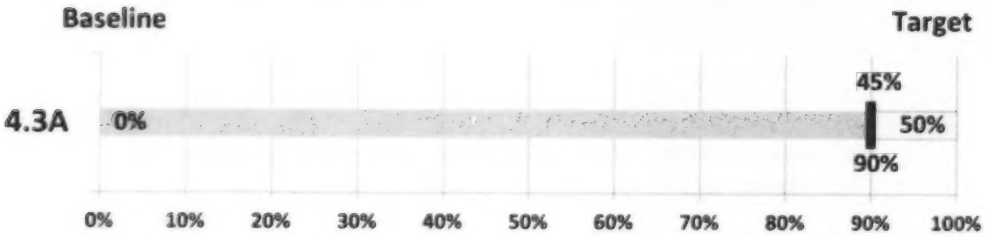
Figure IV
Progress on outcome indicators for impact area 4



4.1A: Number of countries implementing national action plans on women, peace and security or other relevant planning instruments



4.2A: Percentage of peace agreements supported by the United Nations with specific provisions to improve the security and status of women and girls



4.3A: Percentage of intergovernmental outcome documents on humanitarian action with specific provisions to strengthen targeted action for gender equality and women's empowerment in humanitarian action

34. In 2014, UN-Women worked in 23 countries to support women's leadership in preventing and mitigating armed conflict, participating in peace processes, consolidating peace and economic recovery in post-conflict settings, protecting women from violence, seeking justice for survivors and helping governments adopt or implement national policies or action plans on women, peace and security. UN-Women also supported 36 countries in adopting and implementing commitments and accountability frameworks regarding women, peace and security in conflict and post-conflict situations. UN-Women also deployed, jointly with intergovernmental partner Justice Rapid Response, 23 experts in investigation and documentation of gender-based crimes to support international investigations or prosecutions in 12 different countries, including a full investigative team for the African Union Commission of Inquiry on South Sudan, where almost half of all

investigators in the team had a mandate to focus on gender-based crimes. The information gathered by those experts has led directly to building cases against perpetrators of atrocities against women and girls.

35. Work on women's participation in ongoing peace talks included several breakthroughs. In South Sudan, three women negotiators were nominated by each faction in a national consultative process that led to the adoption of a common women's platform and agenda for peace. In Colombia, UN-Women continued to support the inclusion of gender equality in the peace process, supporting women's participation and voice in national and regional consultations about the peace talks, held in Havana, and facilitating the visit to the peace talks of several delegations of victims, ensuring that over 60 per cent were women.

36. In India, UN-Women partnered with the Department of Peacekeeping Operations to train their police contingents for peace operations, including the all-female formed police unit that is deployed in Liberia, and was invited for the first time to train Sri Lankan military peacekeepers on addressing sexual violence. In Nigeria, Burundi and Guinea-Bissau, hundreds of women were trained and mobilized to monitor and report on the peaceful conduct of democratic elections. Thousands of women in Côte d'Ivoire were supported in carrying out economic activities in the areas of the country most affected by the armed conflict and this has had a noticeable impact on social cohesion and recovery, including on the gradual reintegration of returnees.

37. The Entity's humanitarian strategy was endorsed by the Executive Board in 2014 and UN-Women worked in more than 20 countries towards achieving the strategy's goal of ensuring the integration of considerations concerning gender equality and women's empowerment into the development and implementation of norms, policy and procedures in humanitarian action. At the global level, rapid surge capacity deployments of UN-Women gender advisers were undertaken to 10 crisis-affected countries in support of the joint efforts of the humanitarian system. UN-Women provided contributions in 40 countries to adopt and implement gender equality commitments in humanitarian action, including disaster risk reduction and preparedness, response and early recovery.

Ebola response

Since the declaration of the Ebola outbreak in West Africa as an international public health emergency, UN-Women has been facilitating mobilization and information efforts targeting women, who have been disproportionately affected by the disease, coordinating United Nations efforts to address gender perspectives within the response and supporting the collection of sex-disaggregated data. UN-Women led the development and implementation of United Nations gender equality strategies and worked with national partners to undertake gender needs assessments in Sierra Leone and Liberia, resulting in increased attention to women and girls affected by the disease. At the regional level, UN-Women engaged with the States members of the Mano River Union (Guinea, Liberia, Sierra Leone and Côte d'Ivoire) to harness women's leadership and social mobilization in containing the epidemic. Specific efforts and programmes in Liberia and Sierra Leone include: raising awareness; producing educational materials to train health-care workers; supporting survivors,

who are subjected to stigma, as well as orphaned children; ensuring that women's needs are reflected in the humanitarian response of the United Nations; and providing economic grants for hard-hit cross-border traders. UN-Women also formed part of the Ebola recovery assessment team in order to bring the voices of women and girls to the table, ensuring their needs and interests were reflected in the planning and implementation of recovery efforts.

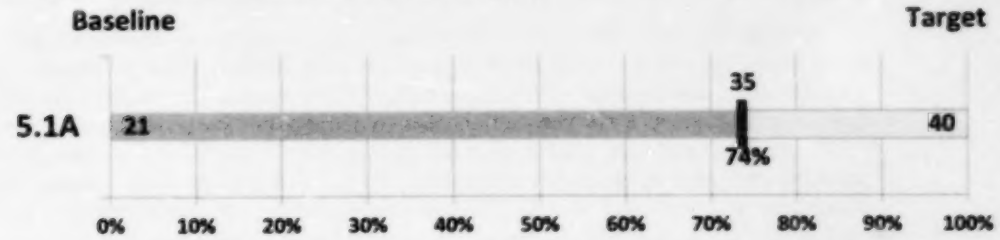
38. In Gaza, UN-Women supported partners to express the needs and priorities of women, girls, men and boys who were displaced as a result of the crisis in 2014, supporting humanitarian actors in mainstreaming gender perspectives in their response and working with the European Union, the World Bank and the United Nations system to include gender issues in the damage and needs assessment following the crisis.

39. Through its regional office in Senegal, UN-Women supported 2,000 women who had been subjected to atrocities and gender-based violence in the Central African Republic. A multisectoral approach was adopted and psychosocial support was accompanied by medical care, psychological support, economic empowerment and access to justice. UN-Women also trained 60 young health- and social care providers on addressing violence against women and girls, supporting psychological health and developing listening skills, as well as on how to help victims of violence overcome trauma, stress, stigma, suicidal thinking and refer them for medical and legal support, with respect and confidentiality.

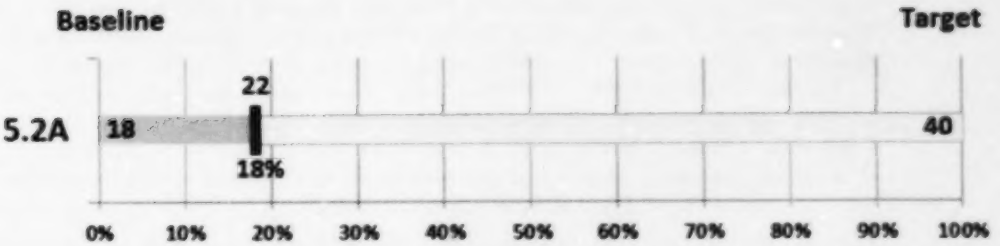
F. Strengthening the responsiveness of plans and budgets to gender equality

40. Commitments to support gender equality and women's empowerment are often not matched with adequate investment. Costing of national action plans for gender equality show financing deficits as high as 90 per cent, which limits the full implementation of commitments. UN-Women works to address the issue by developing capacity with knowledge and tools, supporting gender-responsive plans and budgets and supporting national dialogue thereon. In 2014, UN-Women worked in support of 73 countries to strengthen gender equality priorities in their national, sectoral and local development plans and budgets. In 2014, reporting at the country level indicates that UN-Women saw progress across all of the outcome indicators in the strategic plan, ranging from 18 per cent to 74 per cent (see figure V).

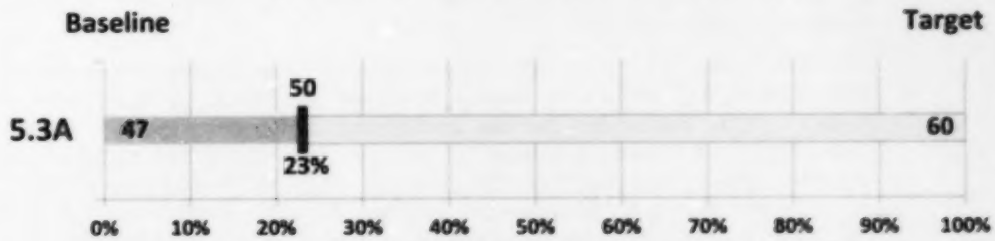
Figure V
Progress on outcome indicators for impact area 5



5.1A: Number of countries where national action plans on gender equality are developed and implemented in alignment with national development strategies



5.2A : Number of countries where systems are in place to track and make public allocations for gender equality and women's empowerment



5.3A: Number of countries whose national strategic plans for HIV/AIDS incorporate gender-responsive actions with budgets for implementation

41. In 2014, UN-Women worked in support of governance and national planning systems in 73 countries to ensure that they fully reflect accountability for gender equality commitments. 22 countries reported progress in increasing budget allocations for gender equality. For example, in the Philippines, resources allocated to gender and development programmes and activities by government agencies increased from $1.311 billion (57 billion Philippine pesos) in 2013 to $3.30 billion (143.7 billion Philippine pesos) in 2014. The percentage of the budget allocated to gender and development as a share of total allocation by agencies increased from 4.18 per cent in 2013 to 8.94 per cent in 2014. In Jordan, the budget allocation for gender equality increased from $1.934 billion (1.371 billion Jordanian dinars) in

2013 to $2.15 billion (1.522 billion Jordanian dinars) in 2014.[5] Mexico increased the federal budget allocated to gender equality to approximately $1.679 billion in 2014, representing an increase of more than 157 per cent since 2008.

42. UN-Women continued to provide support in 20 countries to developing new action plans on gender equality and in implementing existing plans in alignment with national development strategies. In Haiti, UN-Women provided technical assistance to develop a six-year action plan to support the implementation of the newly adopted national gender equality policy (2014-2034). The Entity also provided technical assistance to the former Yugoslav Republic of Macedonia in developing an operational plan for 2014 to implement the national action plan for gender equality, which was developed as part of the national strategy for gender equality (2013-2020). Technical support to ministries of finance continued, resulting in 7 countries issuing guidelines for gender-responsive budgeting.

43. In 53 countries, UN-Women supported mechanisms to increase the accountability of national governments as regards gender equality and monitor the implementation of commitments. With UN-Women support, systems to track gender equality allocations were strengthened in 10 countries. In South Sudan, the Ministry of Gender, Child and Social Welfare developed a mandatory national gender tracking matrix to track public spending and resources for gender equality. In Cambodia, a system developed by the Ministry for Women's Affairs informally collects information on gender equality allocations from ministries through gender focal points and the Ministry of Economy and Finance.

44. At the global level, UN-Women continued engaging with the Global Partnership for Effective Development Cooperation, providing technical assistance and policy advocacy on the global indicator on gender equality adopted in the context of the Fourth High-level Forum on Aid Effectiveness, held in Busan, Republic of Korea, in 2011.

45. UN-Women continued to contribute to the Joint United Nations Programme on HIV/AIDS (UNAIDS) as a co-sponsoring agency, strengthening the inclusion of gender equality dimensions into the development of the new UNAIDS strategy (2016-2021). UN-Women supported 20 countries in adopting and implementing gender-responsive national HIV/AIDS strategies, plans and budgets and in almost 30 countries, the Entity facilitated the participation of representatives of women living with HIV in national decision-making processes, including the following: the development of midterm reviews of national strategic plans on HIV; the preparation of concept notes in relation to the Global Fund to Fight AIDS, Tuberculosis and Malaria; shadow reporting and monitoring of the implementation of concluding observations of the Committee on the Elimination of Discrimination against Women; and in drafting constitutions.

IV. Coordination

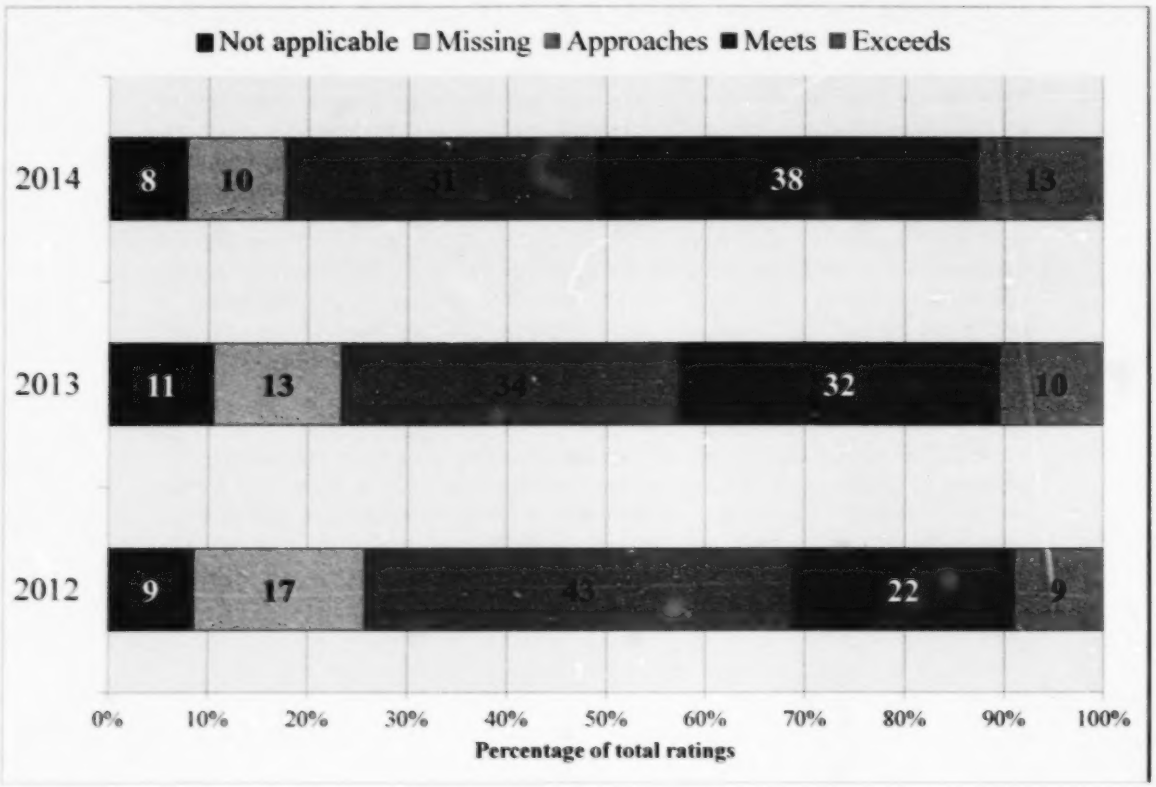
46. The Entity's work in coordination is guided by the principle that if the entire United Nations system brings its full collaborative advantage and coherent voice to make priorities of gender equality and the empowerment of women, then the system will more effectively contribute to concrete change for advancing these commitments

[5] Exchange rate as of 9 March 2015. 1 Philippine peso = $0.023 and 1 Jordanian dinar = $1.41.

at the community, country, regional and global levels. In 2014, UN-Women engaged inter-agency networks to promote coherence and contributed to the work of the United Nations System Chief Executives Board for Coordination and its three pillars, the United Nations Development Group, the High-level Committee on Programmes and the High-level Committee on Management to ensure that the United Nations is fit for purpose to deliver on gender equality in the post-2015 context. The Inter-Agency Network on Women and Gender Equality and the High-level Committee on Programmes were also mobilized for the commemoration of the twentieth anniversary of the adoption of the Beijing Declaration and Platform for Action, leading to a joint statement by the Chief Executives Board to the fifty-ninth session of the Commission on the Status of Women, committing United Nations principals to enhanced investment, results and accountability on gender equality (see CEB/2014/6, annex). UN-Women also supported the work of Member States in the Economic and Social Council and prepared the report of the Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system (E/2014/63), which informed Council resolution 2014/2.

47. UN-Women continued driving progress towards accountability for gender equality and the empowerment of women across the United Nations system. In 2014, 62 entities and departments of the United Nations system reported progress in 14 of the 15 performance indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. In addition, as can be seen from figure VI, across the system the percentage of indicators of the System-wide Action Plan rated as meeting or exceeding requirements was 51 per cent in 2014, an improvement from 31 per cent in 2012.

Figure VI
Comparative analysis of overall indicator ratings under the System-wide Action Plan across the United Nations system, 2012-2014



48. UN-Women investment across the United Nations system through guidance tools and the convening of 13 inter-agency workshops contributed to the effectiveness of the System-wide Action Plan. The Entity also monitored and reported on system-wide compliance with intergovernmental mandates on gender balance, including through the report of the Secretary-General on the improvement in the status of women in the United Nations system (A/69/346). In order to further enhance country-level accountability mechanisms, the United Nations Development Group launched a global review of gender scorecard implementation by United Nations country teams. The findings of the review will be used to upgrade the accountability mechanisms and align them more closely with the System-wide Action Plan.

49. UN-Women led the establishment of the gender experts roster of the United Nations Development Group, with 33 United Nations experts trained to support country teams in mainstreaming gender perspectives in the United Nations Development Assistance Framework. With some 40 countries rolling out new Development Assistance Frameworks in 2015, providing advice and expertise to country teams and their partners will be a key part of the Entity's coordination role. UN-Women also led the development of the resource book of the United Nations

Development Group for mainstreaming gender in United Nations common programming at the country level.

50. UN-Women strengthened collaboration with United Nations entities in several areas, for example, through partnering with the World Health Organization to integrate the specific needs of women into the global health agenda. Collaboration with the United Nations Human Settlements Programme (UN-Habitat) led to greater focus on the gender dimensions of rapid urbanization, including during the World Urban Forum in Colombia and in preparation for the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be held in 2016. As a result of the work of UN-Women with the United Nations Environment Programme in the High-level Gender and Environment Forum, on the occasion of the first United Nations Environment Assembly, recommendations were made to promote gender-sensitive policies on the environment. UN-Women engaged with the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities, in order to promote the integration of gender perspectives into disability dialogues and policies.

51. UN-Women updated and circulated to all staff its strategy for implementing its inter-agency and system-wide mandates and will use the ongoing evaluation of its coordination mandate to enhance organizational learning and further refine its strategic approaches to engage the United Nations system on gender equality and the empowerment of women.

V. Organizational effectiveness and efficiency

A. Partnerships, communications, advocacy and cross-cutting approaches

52. The year 2014 represented a benchmark in terms of social mobilization and UN-Women brand-building, galvanizing people everywhere to join a global solidarity movement for gender equality and the empowerment of women. Through the Entity's three major advocacy campaigns, its outreach and media coverage set new records. The fifty-eighth session of the Commission on the Status of Women was covered in the print media of 55 countries and the social media coverage had an audience of 47 million unique users, up from 28 million during the fifty-seventh session of the Commission.

53. With the participation of its Goodwill Ambassador, Emma Watson, UN-Women launched the "HeForShe" campaign as the global solidarity movement for gender equality, mobilizing men and boys as advocates and change agents, and the Secretary-General became the first to sign the commitment to support the campaign. Since then, more than 280,000 men and boys have committed themselves to taking action in support of gender equality and several Heads of State have become champions for the campaign. The campaign has also reached more than 1.2 billion people on social media.

54. The Secretary-General's campaign "UNiTE to End Violence against Women", which is managed by UN-Women, continued to mobilize governments, United Nations entities, civil society organizations and the public alike. The campaign issued a call to "Orange Your Neighbourhood" for the 16 days of activism against

gender-based violence. Landmarks, including the Empire State Building and the Secretariat building of the United Nations, both in New York, and the Pyramids of Giza, in Egypt, were illuminated with orange light to attract attention to the cause. Events took place in over 70 countries and the campaign reached over 100 million people through social media.

55. In the run-up to the twentieth anniversary of the Fourth World Conference on Women, UN-Women launched a campaign, entitled "Empowering women, empowering humanity: picture it!", which focused on the 12 critical areas of concern of the Beijing Platform for Action. The purpose of the campaign was to reignite debate around gender equality and women's empowerment, particularly among younger audiences. In order to increase media coverage of women's empowerment and in line with section J of the Beijing Platform for Action, on women and the media, UN-Women forged a media compact around the commemorations of the twentieth anniversary with some 30 leading media outlets around the globe.

56. Continued efforts to forge effective partnerships with civil society centred on strengthening gender equality actions in countries and encouraging governments to implement commitments in line with global standards. Catalytic funding for consultations with non-governmental organizations and for research significantly broadened the inputs and evidence to inform regional reviews in the context of the twentieth anniversary of the Fourth World Conference and ensured strong civil society participation in discussions on accelerating progress towards gender equality. UN-Women also played a crucial role in ensuring the participation of civil society partners in various intergovernmental events in 2014, including at the fifty-eighth session of the Commission on the Status of Women. As part of the campaign for the twentieth anniversary of the adoption of the Beijing Declaration and Platform for Action, UN-Women co-sponsored the second MenEngage Global Symposium, held in 2014, on the theme of "Men and Boys for Gender Justice", which focused on male responsibility for achieving gender equality.

B. Data and statistics

57. Working with partners, UN-Women continued to emphasize the importance of gender statistics. The Evidence and Data for Gender Equality Initiative, implemented by UN-Women, the Statistics Division and other partners, continued to compile gender indicators on health, education and employment. Working with the World Bank and the Bureau of Statistics of Uganda, a methodological tool on measuring asset ownership and entrepreneurship from a gender perspective was tested in order to contribute to the development of internationally accepted standards for such measurements. In 2014, the list of pilot countries was also finalized and countries will begin collecting data taken in 2015. UN-Women worked with the Inter-Agency and Expert Group on Gender Statistics to improve the availability and collection of gender statistics globally and took part in the Group's eighth annual meeting and the fifth Global Forum on Gender Statistics, both of which took place in Mexico, in November 2014.

C. Capacity development and South-South cooperation

58. UN-Women recognizes capacity development and national ownership of gender equality and women's empowerment strategies as essential for the achievement of agreed results and adherence to commitments and norms. To that end, and in keeping with the guidance in General Assembly resolution 67/226 on strengthening operational and normative linkages for greater sustainability, UN-Women programmes continued to incorporate capacity development priorities and approaches, including through supporting effective national institutions, strategies and plans. The UN-Women Training Centre in the Dominican Republic is an important component of UN-Women work on capacity development. In 2014, the Centre launched the UN-Women eLearning Campus, to host training courses that are accessible worldwide and enhance knowledge and understanding on gender equality and women's empowerment. Since its launch, an eLearning Platform has secured more than 2,300 registered users and 7,565 visitors and during that time, the Centre has launched courses including the "I know gender" course, designed to support United Nations entities in meeting the requirements of the System-wide Action Plan.

59. In 2014, UN-Women offices supported more than 100 initiatives promoting South-South and triangular cooperation. In Africa, a Sharefair for rural women's technologies brought together more than 100 innovators on gender-sensitive agricultural and nutrition approaches, from 14 African countries, with a view to defining the scope for new policies that would scale up successful approaches. A group of women political leaders from Zimbabwe and representatives from Juba University, South Sudan, visited the Africa Centre for Transformative and Inclusive Leadership, established as a partnership between UN-Women and Kenyatta University in Kenya. In the Arab States region, the first Arab States Regional South-South Development Expo convened high-level representatives from various multilateral and bilateral institutions. UN-Women led one of the solution forums and, together with partners, presented potential actions for adaptation and scale-up. In Asia-Pacific, UN-Women, through a South-South regional exchange, explored problems faced by women in their political empowerment and highlighted positive experiences that have accelerated women's empowerment, such as the Women's Parliamentary Caucus in Pakistan, spaces available for women in Nepal's political process, and women's collective actions for their rights in Afghanistan, India and other countries of the region. In the Americas and the Caribbean, UN-Women supported the States members of the Caribbean Community in their collective review of the effectiveness of national women's machineries in implementing the Beijing Platform for Action, in the context of the twentieth anniversary review.

Information and communications technology and innovation

Information and communications technology for development is an expanding portfolio of work for UN-Women, encompassing global and national policies and strategies around gender equality and such technologies and their applications across UN-Women impact areas and issues around women's participation and leadership in the technology sector. In 2014, UN-Women positioned itself as a leader in this area of work through major partnerships and advocacy efforts. UN-Women led successful advocacy for strengthened language as concerns gender perspectives and regarding monitoring obligations and a role for

UN-Women as concerns commitments relating to gender equality in the outcome of the high-level event on the 10-year review of the World Summit on the Information Society coordinated by the International Telecommunication Union, in Geneva, from 10 to 13 June 2014. UN-Women also continued its advocacy as co-chair of the Broadband Commission Working Group on Broadband and Gender and as a new member of the Advisory Council of the Alliance for Affordable Internet, highlighting key issues to be addressed by policymakers and sharing good practices. With the International Telecommunication Union, the Gender Equality and Mainstreaming Technology Awards were launched and seven winners were announced in front of an audience of thousands of policymakers in the field of information and communications technology. On the application of technology for gender equality and women's empowerment, a partnership was established with the Data 2x partnership and Global Pulse to leverage big data for gender equality. Other key partnerships were established, for example with Intel, to increase women's digital literacy in three African countries, and with the United Nations Educational, Scientific and Cultural Organization, around mobile learning. A consultation with Silicon Valley companies was held and has resulted in partnerships with Facebook and UN-Women participation in internet.org as the key partner on gender equality content.

D. Results-based management, reporting and evaluation

60. In 2014 UN-Women began implementing ten steps for strengthening results-based management. The strategy identifies critical elements for strengthening staff capacity in results-based management and building a culture of effective programme management, focusing on the use of results-based management standards and the subsequent alignment of systems, functions and incentives behind them. During 2014, the standards were adopted and UN-Women began using them to assess the quality of plans and reports. Also in 2014, UN-Women launched phase 1 of a new results-based management system, containing all the results and indicators from field programmes. The emerging data will be used to develop programming notes to strengthen results and knowledge management. On the basis of indicator data gathered through the new system, it is apparent that there is a need to revisit some of the indicators in the strategic plan and this will be undertaken as part of the midterm review.

Multilateral Organization Performance Assessment Network

The 2014 assessment of UN-Women by the Multilateral Organization Performance Assessment Network highlighted the Entity's strong mandate, ongoing relevance and success to date in building the organization. The assessment examined organizational effectiveness and development results, with a focus on strategic management, operational management, relationship management and knowledge management, as well as relevance of programme activities to the local context and evidence of progress towards results. Overall, UN-Women received a positive assessment, with most indicators rated strong or adequate. This is

particularly positive for a relatively new organization, which has achieved significant results in the overall context of limited resources and rapid change. The assessment found that the clear mandate of UN-Women for promoting gender equality is a key strength of the organization, that the mandate remains relevant and that, while more remains to be done, UN-Women has had considerable success in setting up its operational infrastructure.

61. In addition to the internal global evaluation oversight system that tracks key performance indicators of the evaluation function, in 2014 three external assessments of UN-Women were undertaken: a professional peer review of the UN-Women evaluation function, conducted by the United Nations Evaluation Group ; an analysis by the Joint Inspection Unit of the evaluation function in the United Nations system; and the assessment by the Multilateral Organization Performance Assessment Network of UN-Women. The Global Evaluation Advisory Committee took note of and agreed with findings consistent to all three external assessments that UN-Women has a strong central Evaluation Office, which performs well against evaluation standards of independence, credibility and utility.

62. In 2014, the independent Evaluation Office presented three corporate evaluation reports to the Executive Board: a corporate evaluation on peace and security and one on the joint evaluation by UN-Women, the United Nations Development Programme (UNDP),the United Nations Children's Fund, the United Nations Populating Fund and the UNDP-Spain Millennium Development Goals Achievement Fund of joint gender programmes, as well as the meta-analysis of 27 evaluations managed by UN-Women in 2013. All three reports demonstrated progress, highlighted areas for improvement and developed recommendations, which senior management took into consideration.

E. Mobilizing and leveraging adequate resources

63. Resource mobilization remained a major priority and challenge in 2014. Significant efforts were made to widen the partnership base, through increased support from a broad group of Member States and private sector partners. UN-Women core and non-core resources reached their highest level since the Entity's establishment ($164 million and $158 million, respectively), with a total income of $330 million. Over 140 Member States contributed to core resources. Six Member States now contribute amounts above $10 million, including Denmark, Finland, Norway, Sweden, Switzerland and the United Kingdom of Great Britain and Northern Ireland, with Finland and the United Kingdom exceeding the $20 million mark. Twenty-six donors contributed to UN-Women for the first time, and 44 contributed as part of multi-year pledges. Total funding from new and existing private sector partners stands at $6.6 million, up from $5.6 million in 2013, and a Private Sector Leadership Advisory Council was established and is supporting UN-Women in its fundraising.

VI. Financial results: income and expenditure

64. The Board of Auditors issued its second unqualified audit opinion on the financial statements of UN-Women for the year ended 31 December 2013 (see A/69/5/Add.12), highlighting that financial statements and operations showed good financial health, with substantial current assets to meet the short-term maturing liabilities. The Board of Auditors recognized the major achievements, including institution-building and progress on organizational effectiveness and efficiency, but noted that UN-Women is prone to financial pressures in the case of a decline in voluntary funding levels.

65. UN-Women prepared the financial statements for the year ended 31 December 2014 in accordance with the International Public Sector Accounting Standards. The figures provided in paragraphs 65 to 68 of the present report are unaudited and are subject to change prior to completion of the audit on 31 May 2015. There was a surplus for the year of $62.4 million (see table 1). The surplus is largely attributable to an increase in revenue during the year, under other resources, in an amount of $40.7 million. The increase was mainly received in the last quarter of the year, which left little time for spending in 2014, and the corresponding expenditure has been programmed for 2015.

66. The original revenue targets for 2014, included within the approved integrated budget for 2014-2015, were $160 million for regular resources and $150 million for other resources. Final revenue from voluntary contributions for 2014, including interest income, was $163.7 million in regular resources and $159.2 million in other resources, resulting in a total of $12.9 million in additional resources being received than budgeted. This is the first year since the establishment of UN-Women that budget targets have been fully met.

Table 1
Revenue and expenses as at 31 December 2014
(Thousands of United States dollars)

	2014				
	Regular resources	*Other resources*	*Assessed resources*	*Elimination*[a]	*Total*
Revenue					
Contributions	163 664	159 160	7 652	–	330 476
Investment income	686	906	–	–	1 592
Other revenue	161	10 952	–	(10 298)	815
Exchange revenue	30	(25)	–	–	5
Total	**164 541**	**170 993**	**7 652**	**(10 298)**	**332 888**
Expenses	**142 580**	**130 946**	**7 310**	**(10 298)**	**270 538**
Surplus for the year	**21 961**	**40 047**	**342**	**–**	**62 350**

[a] The elimination column represents indirect costs charged by UN-Women on programme funds received from donors in relation to the management of other resources. The indirect costs charged have been recognized during the year as an increase in support-cost income. At year end, that income is eliminated to show the actual revenue recognized.

Basis of the budget

67. Approved assessed contributions (regular budget) total $15.3 million for the biennium 2014-2015, with $7.7 million being allocated for 2014. Voluntary contributions (under regular and other resources) of $690 million for the biennium 2014-2015 ($310 million in 2014 and $380 million in 2015) were included within the integrated budget. Regular resources cover the institutional budget and core programme expenditures, with funds being allocated based on a set methodology.

68. The reported financial results (actual) are adjusted to allow comparison between the original approved institutional budget and assessed contributions as presented on a modified cash basis and the actual use of resources on an accrual basis (see table 2). The main changes between the IPSAS financial results and the results on a budget basis relate to difference in the treatment of the cost of assets and the treatment of cash advances to partners and staff members.

Table 2
Comparison of budget and actual use of resources as at 31 December 2014
(Thousands of United States dollars)

	Original budget	*Final budget*	*Actual amounts on comparable basis (restated)*	*Difference between final budget and actual amounts*
Regular budget activities	7 664	7 652	6 840	812
Development activities				
Programme	257 600	212 767	182 451	30 316
Development effectiveness	24 764	25 653	21 323	4 330
United Nations development coordination	13 340	13 154	10 435	2 719
Management activities	47 239	49 077	41 230	7 847
Change management	1 000	1 200	273	927
Total	**351 607**	**309 503**	**262 552**	**46 951**